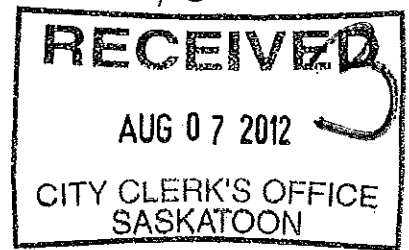


TO: City Clerk, Executive Committee  
FROM: Director, Human Resources Department  
DATE: August 13, 2012  
SUBJECT: Employment Equity Program Annual Monitoring Report



**FILE NO.** HR4500-2

**RECOMMENDATION:** That the information be received and the Administration forward the report to City Council for its information.

### **BACKGROUND**

The City of Saskatoon's Employment Equity Program was approved by the Saskatchewan Human Rights Commission (SHRC) in 1986 and is monitored on an annual basis. Under the SHRC, *Employment Equity Act*, the City of Saskatoon submits an annual report detailing the progress made towards achieving a representative workforce.

### **REPORT**

This report includes a narrative description of significant actions taken to implement the organization's employment equity plan and workforce data (statistical report). This report will also be submitted to the Saskatchewan Human Rights Commission, City Council and the Cultural Diversity and Race Relations Committee.

### **PUBLIC NOTICE**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **ATTACHMENT**

1. Employment Equity Program Monitoring Report

Written by: Mubarka Butt, Employment and Total Compensation Manager

Approved by: "Judy Schlechte"  
Judy Schlechte, Director  
Human Resources Department

Date: August 3, 2012

**City of Saskatoon**  
**Employment Equity Report**  
**2011**

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# Introduction

## Background

In 1979 the Saskatchewan Human Rights Commission (SHRC) received the Legislative mandate through the Saskatchewan Human Rights Code to promote equality through Affirmative Action, or equity programs:

*Under Section 47 of the Human Rights Code, the Commission has approved programs for women, Aboriginal people, people with disabilities and members of visible minorities. To a disproportional degree these groups experience high unemployment or are restricted to low-paying, low-level positions. In the workplace, they face more discrimination than other groups.<sup>1</sup>*

*Statistics Canada predicts that the proportion of Saskatchewan residents who are of Aboriginal ancestry will rise from 9.9% in 1991 to between 16.0% and 18.1% in 2016.<sup>2</sup> Canada's visible minority population is expected to account for about 20% of all adults by the year 2016, more than double its proportion in 1991.<sup>3</sup> The participation rate of women in the Canadian labour force rose from 51.7% to 57.6% between 1982 and 1992, and is expected to continue increasing.<sup>4</sup>*

The City of Saskatoon began addressing the implementation of Affirmative Action in 1980. In November, 1981, an agreement was reached with the Canadian Union of Public Employees (CUPE) Locals 47, 59, and 859 to participate in a joint Union/Management Committee to develop the Affirmative Action Program. In 1986 the Affirmative Action Program was approved by City Council. The Affirmative Action Program was designed as a long and short-term organizational strategy that will ensure equality of opportunity exists at all employment levels. It would take into account the specific and special conditions of the City of Saskatoon. Initially, the Affirmative Action Program included three designated groups:

- persons of aboriginal ancestry
- persons with a disability
- women in nontraditional roles

In 1995 the visible minority designated group was added after a Workforce Survey reinforced the lack of representation from this group. In addition, the title of the program was changed to Employment Equity which provides a more accurate reflection of the program's focus.

The City of Saskatoon's Employment Equity Program was approved by the SHRC in 1986 and is monitored on an annual basis.

<sup>1</sup> Renewing the Vision Human Rights in Saskatchewan, Saskatchewan Human Rights Commission, 1996, p.96.

<sup>2</sup> Statistics Canada Employment Equity Data Program, "Projections of Population with Aboriginal Ancestry," Cat. 91-5390XPE, pg.34. In Renewing the Vision Human Rights in Saskatchewan Report of the Saskatchewan Human Rights Commission 1996.

<sup>3</sup> Statistics Canada, *Canadian Social Trends*, Summer 1995, Cat 11-008E, p. 8 in Renewing the Vision Human Rights in Saskatchewan Report of the Saskatchewan Human Rights Commission 1996.

<sup>4</sup> Statistics Canada Survey of Labour and Income Dynamics, *The Wage Gap Between Men and Women: An Update*, May 1995, Cat. 95-14, p.5. In Renewing the Vision Human Rights in Saskatchewan Report of Saskatchewan Human Rights Commission 1996.

In 1995 the SHRC adopted new goals and defined the term “under-representation”. This established a consistency amongst organizations with programs approved by section 47 of the Saskatchewan Human Rights Code. The SHRC also eliminated the term “non-traditional” when tracking the progress of women as a designated group.

Since the partnership with SHRC began in 1986, the City of Saskatoon has made positive progress in creating a workforce representative of its community. In 2011 the City of Saskatoon received an award that recognized the City of Saskatoon as one of Canada’s Best Diversity Employers.

### Focus and Purpose of Report

Under the SHRC, *Employment Equity Act*, the City of Saskatoon submits an annual report detailing the progress made towards achieving a representative workforce. Statistics are provided that detail the representation of women, persons with disabilities, Aboriginal people and members of visible minorities groups within the corporation.

As required under the Act, the current report includes:

1. A narrative description of significant actions taken to implement the organization’s equity plan and;
2. Workforce data (statistical report)

### Scope of Report

The statistical data represents employees from the following union groups: Sr. Administration (230), ESA (222), SCMMMA (292), CUPE 47, CUPE 59, CUPE 859, IBEW 319 and ATU 615.

This data includes all full-time, part-time, permanent, seasonal and temporary positions.

The data is from the City of Saskatoon’s peak employee period which is July 31, 2011. This date best reflects our total employee population and is the same reporting period used for the original report.

### Methodology of Report

All employees are asked to complete a voluntary self-identification survey when they commence their employment with the City of Saskatoon. For the purposes of employment equity tracking, we are limited to relying on the employee’s choice to self declare, as the declaration is voluntary. It is important to note that our workforce may in actuality be better representative of the employment equity groups, than our statistics indicate.

The answers to this voluntary survey are kept confidential (in a separate file) and are recorded in Smartstream, the corporate payroll system. The employment equity statistics are extracted from the system for calculation and interpretation for the purposes of this report.

The format of the report is based on recommendations from SHRC, in addition to best practices derived from other SHRC Employment Equity partners.

## Benchmarks

In 2011, the SHRC set the figures (shown below) as long-term goals for a representative workforce. The Commission chose the age range of 15 to 74 to reflect the change in the *Saskatchewan Human Rights Code*, caused by the end of mandatory retirement.

### SHRC – 2011 Goals for Representative Workforce

Equity Group	See Note	2011 Goal
Aboriginal People		
Provincial	(1)	13.1%
Prince Albert & Northern Administration District	(2)	30.1%
Members of a Visible Minority Group		
Provincial	(3)	3.8%
Regina or Saskatoon	(4)	6.6%
Persons with Disabilities	(5)	9.7%
Women in Underrepresented Occupations	(6)	47.0%

#### Notes

- 1) This is the percentage of the population 15 to 74 years of age who self-identify as Aboriginal based on the 2006 Statistics Canada census (12.8%) updated to 2011 using estimates from Sask Trends Monitor.
- 2) If more than 70% of your workforce is employed in Prince Albert or the Northern Administrative District, please use 30.1% as your goal.
- 3) This is the percentage of the population 15 to 74 years of age who self-identify as members of a visible minority group based on the 2006 Statistics Canada (3.6%) census and updated to 2010 using estimates from Sask Trends Monitor. If more than 30% of your workforce is primarily located outside of Regina or Saskatoon, please use the provincial goal of 3.8%.
- 4) If more than 70% of your workforce is primarily located in Regina or Saskatoon, please use the urban goal of 6.6%.
- 5) This is based on the proportion of the population 15 to 64 years of age who reported a disability or activity limitation in the 2001 PALS.
- 6) In 2009, women made up 47% of people employed in Saskatchewan according to Statistics Canada's Labour Force Survey. If you are an employer which uses the National Occupational Codes (NOC) use of the three digit code is sufficient.

## Key Findings of Report

- The City of Saskatoon's Aboriginal employee population increased to 8.0% in 2011. There has been a steady increase in the employment of this equity group over the past five years.
- The Visible Minority equity group employee population increased to 6.0% in 2011. This has more than doubled over the last five years, reflecting the increase of newcomers to Saskatoon.
- The employee population for persons with a disability was 3.7% in 2011. This is an increase of 1% from last year. In 2011 the definition of this category was expanded in consultation with SHRC to include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.
- Corporately 38.9% of the employee population is female. Female employees are particularly unrepresented in occupational groups of trades, apprentices and operations.

## Summary of Recommendations for Improvement

### STRATEGIC PLANNING

The 2012-2022 City of Saskatoon Strategic Plan, approved by City Council and available on the City of Saskatoon website, includes seven strategic goals, one of which is to create “A Culture of Continuous Improvement”.

One long term strategy under this priority is to “Offer an inclusive workplace that embraces diverse backgrounds.” One of the success drivers of this priority is a measurement of the City of Saskatoon’s workforce representative of city’s population.

The City of Saskatoon Workforce Futures Document (2012-2016) is the City of Saskatoon’s strategic approach to addressing actionable workforce priorities to ensure a skilled, knowledgeable and inclusive workforce capable of responding to changing demographic trends, economic conditions and technological innovations. One of the five strategic priorities is an “Inclusive Workforce.” Work will be undertaken this year on this priority that focuses on the following action items:

- Diversity and Inclusion Strategy
- Aboriginal Employment Strategy
- Inclusion Awareness and Training
- A Business Case for Inclusion

### TOP DIVERSITY EMPLOYER APPLICATION ASSESSMENT

In addition to this strategic planning, the City of Saskatoon received important feedback from the 2012 Top Diversity Employer application which provided recommendations for strengthening diversity in our Corporation. These include:

- Conduct an inclusive workforce census to gather wider quantitative data and employee survey to gather employee perceptions on discrimination and harassment
- Strengthen leadership accountability by emulating Canada’s Best Diversity Employer best practices
- Establish a Diversity Council
- Engage senior executives and set a three year continuum goal
- Articulate the business case for diversity
- Join the Virtual Diversity Roundtable

## Narrative

### 2012-2022 Strategic Plan - A Culture of Continuous Improvement

The City of Saskatoon 2012-2022 Strategic Plan, with input from the Community Visioning process, outlines seven strategic goals. The strategic goal of “A Culture of Continuous Improvement” specifically outlines strategies and priorities for our current and future employment. The following programs and initiatives have contributed to this particular strategic goal and the priorities within this goal.

### Recruitment & Retention of Equity Group Members

**Strategic Priority:** *Develop and monitor a recruitment and retention strategy that attracts the best available talent and retains new employees over the long term.*

#### AWARDS AND RECOGNITION

The City of Saskatoon was one of fifty organizations recognized as Canada’s Best Diversity Employers for 2012. This National Award recognizes employers that lead the nation in creating diverse and inclusive workplaces through exceptional workplace diversity and inclusiveness programs. Applications are reviewed against Equity Continuum, an industry-recognized diversity measurement methodology. This logo is now attached to City of Saskatoon recruitment materials to demonstrate commitment to workplace diversity.



The SHRC has approved the City of Saskatoon as an Employment Equity partner. As such the Organization is granted permission to utilize equity partner “seal”, which was developed by the SHRC to notify applicants that the organization is an “equity partner.”



The City of Saskatoon received Honourable Mention at the 2011 Partners for Workplace Inclusion, Annual Awards Luncheon which recognizes partnerships and the diversity initiatives demonstrated in assisting and supporting persons with cross – disabilities.

#### ABORIGINAL LINK

Aboriginal Link is a direct communication service provider and efficient outreach tool that creates an excellent opportunity for organizations to establish their brand and to build community presence in urban, rural, and remote ‘centers of influence’ where 1.5 million Aboriginal Peoples work, live, learn, and play. They do this through direct communications using a comprehensive National database.

This diversity recruitment and retention program uses a combination of strategic and tactical campaigns designed to attract Aboriginal job seekers and to build trust and a community presence.

In 2011, **seven** strategic ads each went to over **900** Aboriginal offices in Saskatchewan and Manitoba. In addition all weekly job postings are placed on the website [www.aboriginalcareers.ca](http://www.aboriginalcareers.ca). This site is a highly specialized employment portal fully-dedicated to assisting Aboriginal job seekers in researching and acquiring opportunities to develop their careers.



## DESIGNATED POSITIONS

Designated positions are defined as positions which are limited to applicants from the designated employment equity groups as defined by the Saskatchewan Human Rights Commission.

- In partnership with Saskatoon Tribal Council and Gabriel Dumont Institute, the Summer Playground Program employed **four** Aboriginal people in 2011 to run playground programs with the Meetawetan Cultural Travelling van throughout the city. This programming is Aboriginal focused programming.
- Currently there are **two** full-time permanent positions within the City of Saskatoon that are specifically designated for people with mental disabilities.

## POLICY DEVELOPMENT

The City of Saskatoon Criminal Record Check (CRC) policy was revised in 2011 to ensure the policy promotes a barrier free process. The steps include:

*The Human Resource Consultant must discuss the situation with the Employment Supervisor or designate who will evaluate the CRC on the following criteria:*

- *Length of time since last charge.*
- *Type of charge and relation to position in question;*
- *Circumstances around the charge*
- *Rehabilitation efforts*

## CAREER FAIRS

The City of Saskatoon attended **19** career fairs. Several fairs were dedicated to members of the employment equity groups.

NAME	CITY
SIASST Kelsey Campus	Saskatoon
First Nations University of Canada	Regina
Education Career Fair 2011	Saskatoon
SIASST Woodland Campus	Prince Albert
SIASST Palliser Campus	Moose Jaw
Summer Job and Employment Fair 2011	Regina
Career Fair 2011	Regina
The Future is Yours Career Fair	Saskatoon
Career Fair at Nutana	Saskatoon
Networking Session – Job Fair Invitation	Saskatoon
Job Fair for People with Disabilities	Regina
Youth Job Fair at Can Sask	Saskatoon
Conseil de la Coopération de la Saskatchewan (CCS)	Saskatoon
U of S Campus Career Expo	Saskatoon
Leader Post Job Fair	Regina
Opening Doors to Tomorrow	Prince Albert
Assemblée Communautaire Fransaskoise (ACF)	Saskatoon
International Engineer Grad Job Fair	Saskatoon
Inspiring Youth Event	Saskatoon

## RECOGNITION OF FOREIGN QUALIFICATIONS

- International Qualification Assessment Service (IQAS): The City of Saskatoon recognizes foreign qualifications through the IQAS. IQAS is mandated to promote the fair recognition of education received outside of Canada. IQAS Assessments are designed to increase access and entry to: the job market, educational institutions and professional regulatory organizations.
- Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS): The City of Saskatoon recognizes foreign Engineering credentials that have been assessed and approved by APEGS as having the “Members in Training” status.

## OUTREACH RECRUITMENT PROGRAM

The City of Saskatoon has developed an extensive Outreach Recruitment program. The following community based agencies provide support to various equity group members in seeking employment with the City of Saskatoon. These partners receive ongoing communication to assist their clients, members and customers with information on City of Saskatoon employment opportunities including:

- Weekly job postings
- Recruitment presentations
- Personal consultations of agencies and their clients with the Diversity Coordinator

### Partnering Agencies and Organizations

<i>Aboriginal Public Administration Students' Society (APASS)</i>	<i>Native Access Program to Nursing</i>
<i>Canadian National Institute for the Blind (CNIB)</i>	<i>North Saskatchewan Independent Living Centre</i>
<i>Canadian Paraplegic Association</i>	<i>Northern Lights School Division #113</i>
<i>Can-Sask Career &amp; Employment Service</i>	<i>Partners for Workplace Inclusion Program/Canadian Council on Rehabilitation and Work (C.C.R.W)</i>
<i>Central Urban Metis Federation (CUMFI)</i>	<i>Prince Albert Grand Council (PAGC)</i>
<i>Construction Careers – Saskatchewan Indian Institute of Technologies (SIIT)</i>	<i>Public Service Commission</i>
<i>Dumont Technical Institute Inc. (DTI)</i>	<i>Quint Development Corporation</i>
<i>Federation of Saskatchewan Indian Nations (FSIN)</i>	<i>Regional Employment Development</i>
<i>First Nations University</i>	<i>Saskatchewan Abilities Council</i>
<i>Food Bank – Literacy Council</i>	<i>Saskatchewan Association for Community Living</i>
<i>Gabriel Dumont Institute (GDI)</i>	<i>Sask Association of Recreation Professionals</i>
<i>Human Resources Development Canada</i>	<i>Saskatchewan Indian Federated College (SIFC)</i>
<i>Immigrant Women of Saskatchewan</i>	<i>Saskatchewan Urban Native Teacher Education Program (SUNTEP)</i>
<i>Indian and Northern Affairs Canada</i>	<i>Saskatchewan Deaf &amp; Hard of Hearing Services Inc.</i>
<i>Indian Teacher's Education Program (ITEP)</i>	<i>Saskatchewan Immigrant Women Association</i>
<i>Saskatoon Employment Access Resource Centre for Human Services (SEARCH's)</i>	<i>Saskatchewan Indian Institute of Technology (SIIT)</i>
<i>Saskatoon Open Door Society</i>	<i>Saskatchewan Intercultural Association</i>
<i>SIAS Student Employment &amp; Career Centre</i>	<i>Saskatoon Indian &amp; Métis Friendship Centre</i>
<i>Southern Plains Métis Local 160 Inc.</i>	<i>Saskatoon Public School Division</i>
<i>Lac La Ronge Indian Band</i>	<i>The Global Gathering Place</i>
<i>Learning Disabilities Association of Saskatchewan</i>	<i>University of Saskatchewan Aboriginal Student Centre</i>
<i>Muskeg Lake Cree Nation</i>	

## RECRUITMENT THROUGH COMMUNITY ENGAGEMENT

The City of Saskatoon provided the following presentations to community groups:

- Saskatoon Open Door Society (SODS) – **Two** sessions of mock interviews for the students in the Life and Employment Enhancement Program
- Saskatchewan Intercultural Association – **Three** presentations to each new group in the Mentorship Project that included information about the types of jobs available with the City of Saskatoon, the qualifications required, the application and hiring process and available municipal services
- YWCA Employment and Learning Centre - **One** presentation which included information about the types of jobs available with the City of Saskatoon, the qualifications required, the application and hiring process and available municipal services
- International Women of Saskatchewan - The Human Resources Department of the City of Saskatoon provided **one** tour of City Hall to women new to Canada. The tour also included information about employment opportunities with the city as well as describing what services are available to Saskatoon residents.

The City of Saskatoon was involved in the following community initiatives:

- Grade 9 to Work Day -The City of Saskatoon mentored **two** Aboriginal students from Leask for the “Grade 9 to Work Day” event.
- Women in Leadership Workshop - In partnership with Kinsmen Activity Place (KAP House) “Walking the Journey” and the Mothers Groups, hosted the 3<sup>rd</sup> Annual Women in Leadership Workshop on February 28<sup>th</sup>, 2012. This workshop was intended for community women to learn about leadership roles and to celebrate International Women’s Day. The event’s facilitators shared their knowledge of traditional Aboriginal leadership, and shared stories of perseverance and determination.
- Representation on the Planning Committee for the Saskatoon Industry Education Council (SIEC) annual CONTACT conference aimed at Career Practitioners, Educators, School Counsellors and Human Resources Professionals.
- Participated in the Saskatchewan Association of Human Resource Professionals (SAHRP) annual conference as a panellist addressing the need for continuing dependence on an immigrant workforce. Presented information about the City of Saskatoon’s role in immigration.
- Provide advice and input to projects such as The Alliance of Sector Councils (TASC) process of developing a Regional Employers Roadmap to assist Small and Medium Enterprises (SMEs) in hiring and retaining internationally trained workers to fill skilled labour shortages.
- Assisting The Foreign Credentials Referral Office in setting up the International Qualifications Network website. This website was developed to support the implementation of the Pan-Canadian Framework for the assessment and recognition of foreign qualifications.
- A committee member of the Business Advisory Committee (BAC) for Partners for Workplace Inclusion Program (PWIP) which is a program of the Canadians Council for Rehabilitation and Work (CCRW). Part of the committee’s role is to assist in coordinating a Business Recognition Awards Luncheon which convenes members of the business community of Saskatoon to celebrate and recognize the inclusion, partnerships, and the diversity initiatives demonstrated in assisting and supporting persons with cross – disabilities.

- Representation as a committee member for Interprovincial Association on Native Employment (IANE).
- Urban Opportunities Showcase - The Saskatoon Tribal Council in partnership with the City of Saskatoon held a two day showcase to inform First Nations People of services, programs and opportunities available through Saskatoon Tribal Council and our partnerships.

#### PRE-EMPLOYMENT TRAINING PROGRAMS

- Heavy Equipment Operators/Class 1A

In partnership with STC, GDI and SIIT, the HEO/Class 1A Program provided training for **four First Nation and four Métis people** in the safe operation of heavy equipment and routine maintenance of machinery. Individuals were trained and received their HEO Certification and Class 1A license. The City of Saskatoon provided a neighbourhood development project which was used as the training ground for the participants. **Seven** participants out of the eight were hired into permanent seasonal positions with the City of Saskatoon in the fall of 2011.

- Aboriginal Transit Operators Program

A partnership was formed with Saskatoon Tribal Council, SIIT and Gabriel Dumont Institute to directly recruit for Aboriginal Transit Operators. This program included targeted advertising, a group information session and two classes that incorporated preliminary instruction on airbrakes and preparing for an interview at transit. **One** Aboriginal woman was hired from this program.

- Growing Careers in Saskatoon

This project assisted local unemployed Aboriginal students who lack the work place essential skills needed in order to compete in the current labour market. The City of Saskatoon supported the project by providing wages for summer training and employment. **Six** Aboriginal people were hired and worked as temporary workers at the Woodlawn Cemetery for a period of two months. Along with the work experience gained, they also completed career plans.

- Building Custodian/Fireman Certificate Program

The Fireman/Custodian program was designed to assist in the recruitment of building custodians. Saskatoon Skills and Trades, in partnership with the Public School Board, University of Saskatchewan, Catholic School Board, Cameco and the Saskatoon Health Region, hosted a course which provided training to meet the qualifications required for our building custodian positions.

The program included a practical component with the employer partners. On the day of graduation, interviews were conducted with all the employer partners and participants. 16 people started the program, of which 14 completed and 13 were still working after a six month follow-up. The City of Saskatoon directly hired **five** from this graduating class.

- Aboriginal Lifeguard Program

The Saskatoon Aquatic Stakeholder committee consisted of members from the Saskatoon Tribal Council, Gabriel Dumont Institute, YMCA of Saskatoon, University of Saskatchewan and the City of Saskatoon. All members of the committee saw the need for the involvement of young Aboriginal people trained and employed at all aquatic sites in the urban area of Saskatoon. This program received funding through the Saskatoon Urban Aboriginal Strategy (Office of the Federal Interlocutor for Métis and Non-Status Indians), and the Community Initiatives Fund.

The newly developed intensive Aboriginal Lifeguard program has graduated **four** Aboriginal people who are qualified to be employed with the City of Saskatoon. **One** is now employed with the City on a contract basis.

- ATOSKE Program

This program hosted three – two week training programs, with the goal of increasing the representation of Aboriginal workers applying for jobs with the City of Saskatoon. The program continues to build the capacity of Aboriginal youth and heightened their employability skills. Certifications that are obtained in this two week training course are:

- First Aid CPR 'C'
- "Playleadership" Certification
- "High 5" Certification (Principles of Healthy childhood development)
- "Young Workers Readiness" Certification
- Introduction to Coaching Certification through the National Coaching Certification Program
- Paddle Canada's – Canoeing and water safety training

Students of this program are taken on educational trips to Saskatchewan Institute of Applied Science and Technology, Saskatchewan Indian Institute of Technologies and the University of Saskatchewan. They also toured the City of Saskatoon's Fire Station, Light & Power, Water Treatment Plant, & Civic Centres to showcase how their training can lead to potential jobs. This summer training also provided students with a job shadowing placement at a City of Saskatoon playground site. Here they are provided with on the job program planning experience with City of Saskatoon employees. There were **26** youth who participated in the summer camps and 10 participated in the winter camp.

- Fitness Leadership Certification Program

The City of Saskatoon continues to provide opportunities for urban Aboriginal residents to gain their certification as fitness instructors. Last year two individuals entered the program and **one** successfully completed it. This individual is now hired with the City of Saskatoon and runs a community "learn to" boot camp aimed at increasing physical activity of urban Aboriginal people.

- Work Experience Placements

The City of Saskatoon works in partnership with a number of settlement agencies within the community such as, Immigrant Women of Saskatchewan, Saskatoon Open Door Society, Global Gathering Place and Saskatchewan Intercultural Association. These partnerships strive to provide work placements in the participant's area of professional study enabling participants to gain Canadian work experience. In 2011, the City of Saskatoon had **three** placements.

## Welcoming and Respectful Work Environment

**Strategic Priority:** *Build a workplace culture that offers opportunities for career development, work-life balance and employee recognition.*

### CAREER PATHING CONSULTATIONS

The Diversity Coordinator meets on the request of employees to discuss career paths within the City of Saskatoon. This one-on-one consultation provides employees with a practical career path that encompasses planning for education, experience and awareness on job postings.

### RESPECTFUL WORKPLACE POLICY

This policy is in place to resolve personal workplace differences and conflicts. Resolutions may involve face-to-face meetings, facilitation, mediation and written reports. This policy can be found on the City's website and brochures are distributed corporately in all facilities. The contents of the policy include:

- Purpose
- Rationale
- Philosophy
- Steps for resolving a conflict
- Consequences
- Prevention guidelines for supervisors, Union representation, HR and employees
- Procedures for resolving incidences with general public
- Incident form

### WORKPLACE HARASSMENT POLICY AND PREVENTION

This policy states that "Every employee of The City of Saskatoon has the right to a workplace free from harassment." Its content includes:

- Purpose
- Information resolution steps
- Formal resolution process
- Responsibilities of all parties
- Incident form

### HARASSMENT AWARENESS AND PREVENTION TRAINING

During the session participants increase their knowledge and awareness of harassment in the workplace, learn about processes for addressing harassment and get information on the City of Saskatoon's Respectful Workplace and Workplace Harassment policies. **Two** sessions of this training were held in 2011 with **43** employees participating.

### DISABILITY ASSISTANCE PROGRAM

The Disability Assistance Program establishes a process for minimizing the impact of an illness or injury on an individual's capacity to participate constructively in the work environment. This program exists to help employees regain their optimal physical and mental health, and successfully return to work. It also fulfills the

City of Saskatoon's duty to accommodate employees who have suffered illness or injury that limits them in performing their assigned work duties.

Goals/Objectives:

- To provide consistent and proactive assistance for ill or injured employees. The focus is on ability rather than on injury, illness or disability.
- To provide a safe return to regular, modified or transitional work duties for ill or injured employees, ensuring the work is meaningful and productive.
- To provide assistance as early as possible that will help reduce the feelings of isolation from the work environment and maintain self-respect by remaining productive.
- To provide a supportive work environment for employees returning to work after illness or injury.
- To coordinate the ongoing rehabilitation process and/or vocational services in a timely and effective manner.
- To encourage good communication among all the team players with an understanding of each other's roles and responsibilities.
- To ensure statutory compliance, i.e. duty to accommodate or any other relevant legislation.

In 2011 there were **255 employees** that were accommodated through the Disability Assistance Program.

**AMERICAN SIGN LANGUAGE (ASL) CLASSES**

**Two** Level I courses were held for City employees in 2011. **10** employees in customer facing roles completed the course in 2011.

**INTERCULTURAL TRAINING AND DEVELOPMENT**

The increasing diversity of our staff and the community we serve has provided us with the opportunity to participate in an Intercultural Development Program. The program was developed by Norquest College in partnership with the Centre for Excellence in Aboriginal Learning. It integrates research, training and design tools to target responsive educational programs to enhance our employees' capacity to work in not only multicultural, but also intercultural contexts.

The training addresses the following areas:

- Increased intercultural skills allowing them to better serve a diverse population including Aboriginal, members of a visible minority and other equity groups.
- Improved awareness of underlying cultural issues that may enhance workplace effectiveness, service delivery and design.
- Greater satisfaction, reduced uncertainty and anxiety when interacting with people from different cultural backgrounds.
- Integration of a rigorous Intercultural Development Inventory (IDI) to provide a snapshot of the intercultural style of the organization and its leaders.
- An opportunity for leaders to receive individualized feedback on the organization and their own style of approaching intercultural situations.

To facilitate the development of the training activities tailored to meet the specific needs of our Corporation, an Intercultural Development Inventory (IDI) tool, comprised of 50 questions was used. **200** current employees were asked to participate in the following initiatives to complete the IDI:

- Completed the IDI's on-line tool
- Took part in a one-day Intercultural Training workshop.

**ABORIGINAL RELATIONS ADVISOR POSITION**

- In 2011, the City of Saskatoon created, and filled a new position within the City Manager's Office titled Aboriginal Relations Advisor. This position helps enable successful partnerships and relationships with the Aboriginal government and community by promoting the engagement of Aboriginal people in municipal affairs including voting, business development, housing, etc.

**CULTURAL AWARENESS**

- National Aboriginal Day - To recognize this day, internal communications were sent out to inform employees of any relevant community events. In addition, complimentary bannock was served in the City Hall cafeteria.
- Human Resources Department Aboriginal Cultural Awareness - All Human Resource employees attended an appreciation luncheon at Wanuskewin Heritage Park, which incorporated an Aboriginal cultural awareness component. The Interpretive Program shared five major stories: hunting, gathering, social lifestyles, archaeology and reconnection. The program setting included the archaeology tent, the amphitheatre, the outdoor activity area and the trails themselves.

**FORMAL STATEMENTS OF COMMITMENT**

Corporate Business Plan - Two of the eleven core strategies from the 2012 Corporate Business Plan are specifically geared towards diversity and business outcomes. These strategies have specific action items directing City administration. At the end of the year, performance measurement tools will be used to obtain feedback on the impact of certain initiatives and provide guidelines for the development of the next planning cycle.

- Aboriginal Partnerships: Build on the strengths of our existing relationships with Aboriginal communities.
- Multicultural Cooperation: Recognize the cultural diversity of our community and support growth through immigration.

City Council - Employment Equity Report received by City Council - On June 13, 2011, City Council received the 2009-2010 Employment Equity report as information from REPORT NO. 8-2011 OF THE ADMINISTRATION AND FINANCE COMMITTEE:

The Composition of the Committee is as follows:

Councillor G. Penner, Chair  
Councillor M. Neault  
Councillor D. Hill  
Councillor M. Heidt  
Councillor T. Paulsen

***Employment Equity Program Annual Monitoring Report  
(File No. CK. 4500-1)***

***RECOMMENDATION:*** that the information be received.

***ADOPTED.***

*Attached is a report of the Director, Human Resources Department dated May 18, 2011 forwarding the 2009-2010 Monitoring Report of the City of Saskatoon Employment*



*Equity Program. Your Committee has reviewed the report and is pleased to submit the document to City Council for its information.*

*Copies of the report have been previously circulated. A copy of the full report is available for viewing in the City Clerk's Office and on the City's website at [www.saskatoon.ca](http://www.saskatoon.ca) as part of the Council agenda.*

Cultural Diversity and Race Relations Committee - Employment Equity Annual Report received by Cultural Diversity and Race Relations Committee - On June 23, 2011 the Cultural Diversity and Race Relations Committee met, and the 2009-2010 Employment Equity report was presented and was resolved fulfilling "that the information be received."

Workforce Futures Document 2012 -2016 - Diversity initiatives have been specified as a priority in the City's Corporate Workforce Futures document. The document identifies "Inclusive Workforce" as one of the five Strategic Priorities with the following action priorities that will be worked on over the next four years:

- Diversity and Inclusion Strategy
  - In partnership with the Human Rights Commission, the City develops a Diversity and Inclusion strategy inclusive of definitions, practices, processes and goals of employment equity. The plan highlights the organization's intent to attain a representative workforce, incorporates cultural competencies into hiring practices, conveys the message of equal opportunity for all and outlines initiatives to address any barriers to employment.
- Aboriginal Employment Strategy
  - Develop an Aboriginal Employment Strategy that enables Aboriginal employees to enter and progress within the workforce, allowing the organization to meet the growing demands for all types of employment opportunities. The strategy addresses key areas such as barriers to employment, the need for an employment role –model program and establishing Aboriginal employee networks.
- Inclusion Awareness and Training
  - Develop intercultural and inclusion awareness by providing successful models for learning and adaptation, and building capacity for cultural competence to enable and promote and inclusive culture at the City.
- Business Case for Inclusion
  - Develop a business case for inclusion that highlights the economic value of acquiring a representative workforce.

Collective Agreements - The following collective bargaining agreements have incorporated inclusive practices:

- CUPE 59

#### **ARTICLE 6. NO DISCRIMINATION - FAIR EMPLOYMENT PRACTICE**

*6.1 The Employer and the Union agree that there shall be no discrimination, restriction or coercion exercised or practiced with respect to hiring or terms and conditions of employment because of race; religion; religious creed; colour; sex; sexual orientation; age from legal age for employment; physical disability (except where the disability would prevent the carrying out of the normal duties of the position occupied); national or ethnic origin; political or religious affiliation, or by reason of membership or activity in the Union.*

*6.2 The parties recognize the principle of equal pay for work of equal value.*

*6.3 The Employer and the Union agree to abide by the terms and conditions of Article 6.1 of the Collective Agreement and the provisions of Section 16 (1) of The Human Rights Code (1995).*

*Where discrimination issues arise, other than those referenced in Article 6.1 of the Collective Agreement and the provisions of Section 16 (1) of The Human Rights Code (1995), the Employer and the Union agree to jointly investigate those issues.*

#### **ARTICLE 17. VACANCIES AND PROMOTIONS**

Collective Agreement for CUPE 59, Article 17.8 states "All postings for CUPE Local No 59 positions will state: "The City of Saskatoon is an Employment Equity employer."

- CUPE 859

#### **ARTICLE 35. NO DISCRIMINATION**

*The City and the Union will not discriminate against an employee with respect to any term or condition of employment because of the employee's race, creed, religion, colour, sex, sexual orientation, marital status, age, nationality, ancestry, place of origin, receipt of public assistance (or as provided in the Human Rights Code) or membership or activity in the Union.*

*Age is that as defined by The Saskatchewan Human Rights Code.*

- CUPE 47

#### **ARTICLE 4. NO DISCRIMINATION**

*The City and the Union agree that there shall be no discrimination, restriction or coercion exercised or practiced with respect to hiring or terms and conditions of employment because of race, religion, religious creed, colour, sex, national or ethnic origin, political or religious affiliation or by reason of membership or activity in the Union.*

# Employment Equity Statistics

## Definitions

Please refer to the following definitions to better understand what is included in and how each of the statistics is calculated:

Female Employees refer to employees who chose to self declare their gender as female. According to SHRC women are considered underrepresented in occupations within our labour force if they occupy less than 47% of positions within those occupations.

Aboriginal Employees refer to employees who chose to self declare at the start of their employment that they are Aboriginal. SHRC defines this group to include people who are First Nation, Métis or Inuit.

Employees with Disabilities refer to employees who chose to self declare at the start of their employment that they have a disability. In consultation with SHRC, in 2011 this definition was expanded to also include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

SHRC defines a person with a disability as one who has a long term or recurring physical, mental, sensory, psychiatric or learning impairment and:

- considers himself/herself to be disadvantaged in employment by reason of that impairment;
- believes that an employer or potential employer is likely to consider him/her to be disadvantaged in employment by reason of that impairment.

Visible Minority Employees refer to employees who chose to self declare at the start of their employment that they are a member of a visible minority group. This includes people who are of colour, other than aboriginal people.

## Workforce Analysis of Total Staff by Occupational Group - 2011

Requirements from the Human Rights Commission:

1. Count each job incumbent as an employee, whether that person is full-time or part-time, permanent or non permanent.
2. Highlight in **bold type** those occupational groups where women represent less than 47% of employees in that group.

Percentage of our workforce outside of Saskatoon is 0%.

### DISTRIBUTION OF EQUITY GROUP MEMBERS

Occupation Group	Total	Female Employees		Aboriginal Employees		Employees with Disabilities		Visible Minority Employees	
		#	%	#	%	#	%	#	%
<b>Apprentice</b>	32	<b>3</b>	<b>9.4%</b>	3	9.4%	0	0.0%	2	6.3%
Clerical	409	376	91.9%	20	4.9%	21	5.1%	19	4.6%
<b>Labour</b>	628	<b>135</b>	<b>21.5%</b>	102	16.2%	32	5.1%	71	11.3%
<b>Managerial</b>	170	<b>50</b>	<b>29.4%</b>	1	0.6%	1	0.6%	5	2.9%
<b>Operating</b>	677	<b>97</b>	<b>14.3%</b>	65	9.6%	21	3.1%	34	5.0%
<b>Professional</b>	218	<b>86</b>	<b>39.4%</b>	2	0.9%	7	3.2%	16	7.3%
Service	542	392	72.3%	36	6.6%	15	2.8%	18	3.3%
<b>Technical</b>	349	<b>101</b>	<b>28.9%</b>	23	6.6%	11	3.2%	23	6.6%
<b>Trade</b>	167	<b>1</b>	<b>0.6%</b>	4	2.4%	10	6.0%	4	2.4%
Total All Occupational Groups	3192	1241	38.9%	256	8.0%	118	<b>*3.7%</b>	192	6.0%

\*In consultation with SHRC, in 2011 this definition was expanded to also include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace. This number includes employees who were permanently accommodated through our Disability Assistance Program.

## Workforce Analysis of Management Staff – 2011

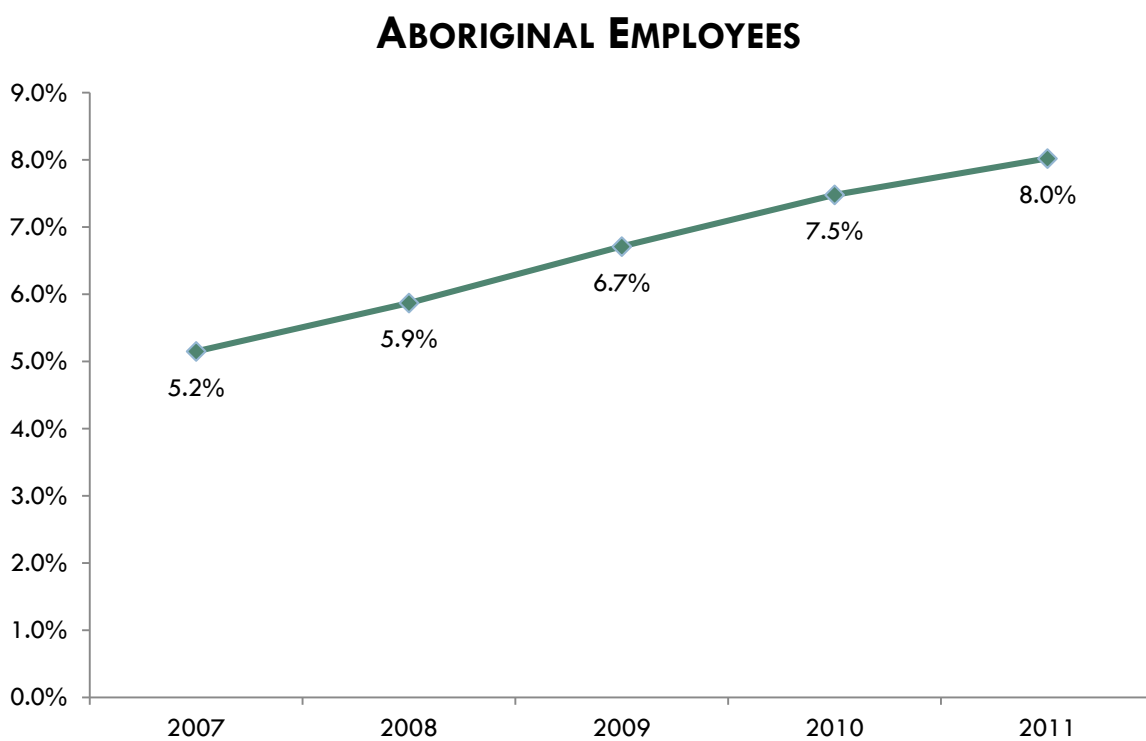
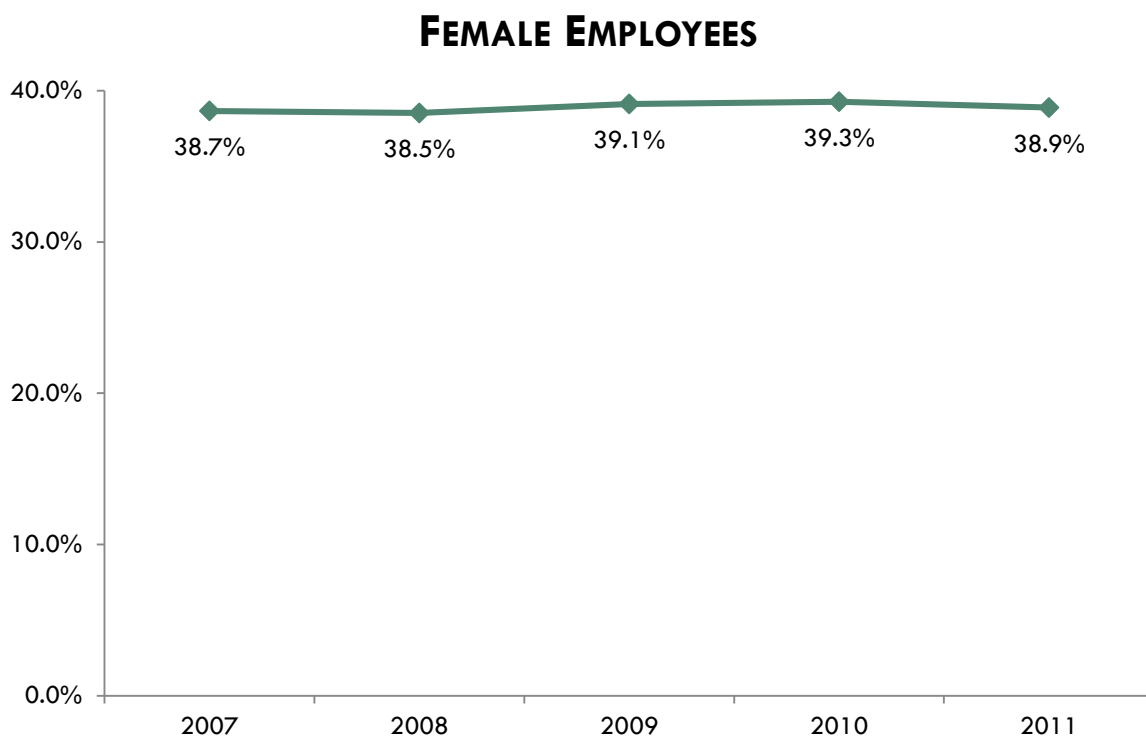
Requirements from the Human Rights Commission:

1. Count each job incumbent as an employee, whether that person is full-time or part-time, permanent or non-permanent.
2. Highlight in **bold type** occupational groups where women represent less than 47% of employees in that group.
3. Senior managers consist of Chief Executive Officers, Presidents and Vice-Presidents.
4. Middle managers are managers (other than senior managers) who have managerial or supervisory responsibilities.

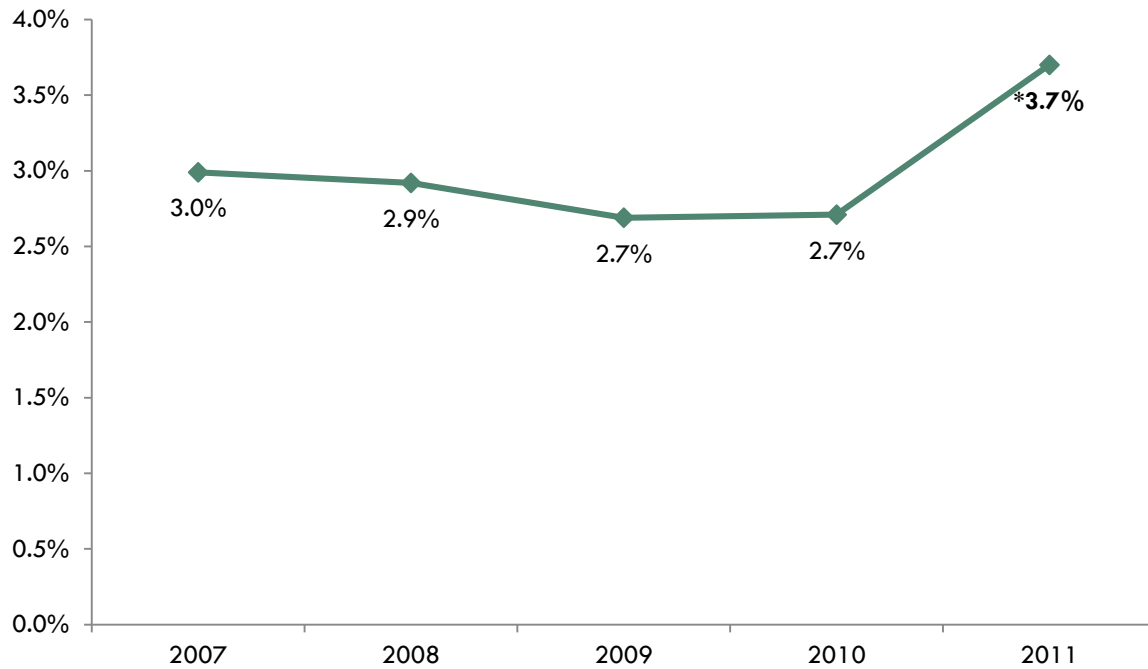
### DISTRIBUTION OF EQUITY GROUP MEMBERS

Occupation Group	Total	Female Employees		Aboriginal Employees		Employees with Disabilities		Visible Minority Employees	
		#	%	#	%	#	%	#	%
Senior Managers	10	5	50.0%	0	0.0%	0	0.0%	0	0.0%
<b>Middle Managers</b>	158	<b>45</b>	<b>28.5%</b>	1	0.6%	1	0.6%	5	3.2%
Total	168	50	29.8%	1	0.6%	1	0.6%	5	3.0%

## Workforce Analysis Over Five Years

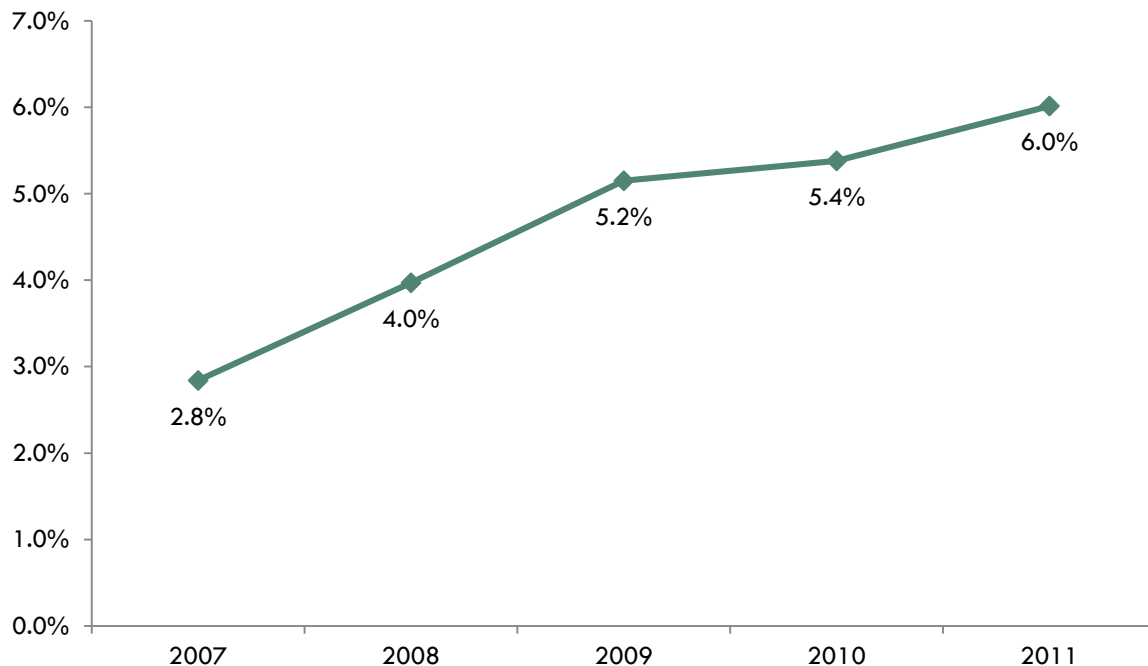


## EMPLOYEES WITH A DISABILITY



\*In consultation with SHRC, in 2011 this definition was expanded to also include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace. This number includes employees who were permanently accommodated through our Disability Assistance Program.

## VISIBLE MINORITY EMPLOYEES



## Glossary

**Aboriginal** – First Nation, Métis, Inuit.

**Persons with disabilities** - are people who have disabilities that require accommodation, to enable such persons to perform the essential functions of a job and who consider themselves, and believe an employer or a potential employer would consider them, disadvantaged in finding, retaining or advancing in employment because of that condition. The Saskatchewan Human Rights Commission's policy relating to persons with disabilities as a designated group contains additional information.

**Representation** – refers to the percentage of all employees in the workforce as a whole and/or in a particular occupational group who are members of a designated group. One measure of progress towards employment equity is the extent to which the representation of a designated group in the workforce approaches the representation of that designated group in the labour market or working age population as a whole.

**Visible minority members** - means persons, other than aboriginal peoples, who are people of colour.

**Women as a designated group** – women are considered underrepresented in occupations within an employer's labour force if women occupy less than 47% of positions in those occupations.

**Working-age population** — persons who are 15 – 64 years of age, based on the most recent Statistics Canada figures.



**RECEIVED**

AUG 08 2012

CITY OF SASKATOON CITY CLERK'S OFFICE  
SASKATOON

## Office of the City Clerk

To: Executive Committee

Date: August 8, 2012

Phone: 3240

Our File: CK. 1704-5

From: Kathy O'Brien, Secretary  
Saskatoon Accessibility Advisory Committee

Your File:

**Re: Saskatoon Accessibility Advisory Committee - 2013 Proposed Budget**

The Saskatoon Accessibility Advisory Committee, at its meeting held on June 8, 2012, resolved that the Committee submit a proposed budget of \$3000 which would be allocated to Education and Awareness Training.

*KO*

/ko

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**Memorandum**

5.)

**TO:** City Clerk, Executive Committee  
**FROM:** City Manager  
**DATE:** July 31, 2012  
**SUBJECT:** Federation of Canadian Municipalities  
2012 Annual Conference and Trade Show  
**FILE NO.** CC 155-2

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**RECOMMENDATION:** that the information be received.

### **BACKGROUND**

City Council, at its meeting held on October 31, 2005, resolved that a letter of invitation be issued to host the Federation of Canadian Municipalities (FCM) Annual Conference for 2012, and established a maximum financial commitment of \$160,000 for the event. In March of 2006, the FCM National Board of Directors awarded the conference to Saskatoon for June 1 - 4, 2012.

City Council, at its meeting held on January 17, 2011, increased the financial contribution from \$160,000 to \$300,000, to be funded from the Special Events Reserve – Profile Saskatoon, and on May 28, 2012, City Council approved an additional allocation of up to \$45,000 from the same reserve, due to the possibility that the sponsorship goal would not be achieved.

A Request for Proposal for conference planning services was issued on September 12, 2011, and through this process, the services of On Purpose Leadership were obtained to assist with organizing the social events component of the conference, as well as to provide advice and assistance in other areas as required.

### **FCM Conference**

As the host, the City of Saskatoon was responsible for the following:

- Exhibit booth in Halifax in 2011 to promote the 2012 conference in Saskatoon
- Reception in Halifax in 2011 for FCM board members
- Transportation
- Volunteers
- Study tours
- Companion tours
- Social events
- Local sponsorship

A conference management structure was established (see Attachment 1 for a list of the Committee members).

The conference was a resounding success, attended by 1,597 delegates, 285 registered companions, and 121 exhibitors. Through the efforts of the City Council Organizing Committee, the subcommittees, and the approximately 130 staff members who volunteered their time to assist with the study tours, registration, social events, transportation, and all other components of

a successful conference, most everyone who attended the conference, many of whom had never before visited Saskatoon, left with a very positive view of Saskatoon.

### CAMA Conference

The City of Saskatoon also hosted the Canadian Association of Municipal Administrators (CAMA) Conference on May 28 – 30, 2012. This conference is attended by senior municipal administrators from across Canada, and it is typically held just prior to the FCM Conference. There were 204 delegates in attendance, 27 companions, and 30 exhibitors.

The City of Saskatoon was responsible to host study tours, companion tours, and provide some assistance with the registration. Three study tours were offered, and all were well-received and well attended.

Two out of the three study tours were the same as arranged for the FCM conference, so this meant no additional coordination in terms of tour guides, logistics, handouts, etc.

### **REPORT**

This report provides a summary of each of the areas of responsibility for the FCM Conference.

### FCM Conference is Under-Budget

As noted above, City Council approved a maximum contribution of \$345,000 for the FCM Conference, \$10,000 of which was earmarked for the CAMA Conference, which immediately preceded the FCM Conference. The FCM Conference was carried out well under budget, and the contribution that the City will be required to fund from the Special Events Reserve – Profile Saskatoon is \$185,228.71. The balance of \$159,771.29 will be returned to the Special Events Reserve – Profile Saskatoon. See Attachment 2 for the summary of the budget.

### Study Tours

The study tours are an opportunity for the host municipality to showcase its innovative municipal programs, projects, products and/or services (Attachment 3).

Each study tour was offered four times, for a total of 36 tours, and most were at full capacity. The study tours were guided by City employees who were highly knowledgeable about the program being highlighted, and were well-received by conference attendees.

### Companion Tours

The host municipality was required to provide activities for registered companions. Tourism Saskatoon graciously provided the services of a staff member, Shauna Morrison, to establish and coordinate the companion program.

The following companion tours were provided, on a cost recovery basis:

- Berry Barn
- Wine Tasting at Souleio
- Champetre County
- Gallery Crawl
- Shearwater Boat Cruise
- Walking Tour of Nutana/Broadway
- Wanuskewin Heritage Park
- Western Development Museum

Due to minimum tour participant numbers not being met, the Walking Tour of Nutana/Broadway, and Wine Tasting at Souleio events were cancelled on Sunday, June 3.

### Social Events

The host municipality was responsible for hosting a number of social events over the course of the four days of the conference. The following events were held:

- Opening Ceremonies on Friday, June 1. The host municipality was given three minutes to provide a local flavour to the ceremony. Saskatchewan Country Recording Artist Codie Prevost, performed the Guess Who song “Running Back to Saskatoon”, which provided an energetic start to the conference.
- Mayor’s Welcome Reception, on Friday, June 1, from 6:00 p.m. – 8:00 p.m. in the Bessborough Gardens. The beautiful venue, sunny weather, and delicious local food menus all contributed to a very enjoyable experience for delegates.
- Gala Dinner, at 7:00 p.m. on Sunday, June 3 at Prairieland Exhibition. Outstanding performances by local artists Charles Hamilton, the Pavylchenko Folklorique Ensemble, Jay Semko, Brad Johner, and Buffalo Boy Productions entertained and visibly impressed the delegates.
- Delegates’ Farewell Breakfast on Monday, June 4 at TCU Place.

### Sponsorship

The host municipality is permitted by FCM to seek local sponsorship to assist in the funding of its own responsibilities. FCM reserves the right to approve or deny all sponsorships related to the conference. A total of \$81,000 was generated through sponsorship, in addition to \$14,200 in donations in-kind (Attachment 4).

### Transportation

The Transit Branch provided all conference transportation. A daily shuttle was provided between hotels and TCU Place. In addition to the daily shuttle, transportation was provided to delegates to the Mayor’s Welcome Reception at Bessborough Gardens and to the Gala event at Prairieland, as well as to all study tours.

There was also coordination with the Saskatoon Airport to ensure that there was appropriate ground transportation available for arriving and departing delegates.

### Volunteers

An email was sent to City Hall staff advising of the volunteering opportunities, and there was no difficulty in recruiting the 130 volunteers that were required. Agreement was obtained from the relevant Unions that any time worked outside of normal working hours could be taken off, on a straight-time basis, at a future mutually-agreeable time. The volunteers were a very important component of ensuring the success of the conference, and they reflected very well on the City of Saskatoon.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.


### **PUBLIC NOTICE**

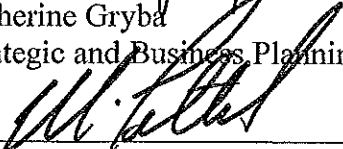
Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

### **ATTACHMENTS**

1. 2012 FCM Conference Committee Members
2. 2012 FCM Conference – Budget
3. 2012 FCM Conference – Study Tours
4. 2012 FCM Conference – List of Sponsors

Written by: Councillor Tiffany Paulsen; and  
City Clerk Janice Mann

Written and  
Reviewed by:   
Catherine Gryba  
Strategic and Business Planning Manager

Approved by:   
Murray Totland, P.Eng., MBA  
City Manager

Date: 

FCM 2012 Annual Conference and Trade Show.doc

Copy: His Worship the Mayor

**2012 FCM CONFERENCE COMMITTEE MEMBERS**

**Council Advisory Committee**

Chaired by Councillor Tiffany Paulsen  
Councillors Clark, Donauer, Dubois, Hill, Loewen, Lorje,  
and Penner  
Kim Ali, on Purpose Leadership  
Tania Meier, SUMA  
Catherine Gryba and Janice Mann (Administrative Co-  
Leads)  
Subcommittee Chairs

The following subcommittees were established:

**Volunteers**

Chair – Shellie Mitchener

**Study Tours**

Chair – Councillor Mairin Loewen

Administrative Leads – Lynne Lacroix and Cary Humphrey

**Companion Program**

Chair – Shauna Morrison, Tourism Saskatoon

**Social Events**

Chair – Councillor Bev Dubois

Administrative Lead – Jill Cope

**Registration**

Chair – Yvonne Brooks

**Sponsorship**

Chair – Councillor Darren Hill

**Transportation**

Chair – Rob Heusdens and Dwayne Lucyshyn

Airport Coordination – Marlene Hall

**2012 FCM CONFERENCE - BUDGET**

	BUDGETTED AMOUNT	ACTUALS
<b>Revenue</b>		
FCM Registration Contribution (\$135.00 per delegate, @ 1,500 delegates)	\$202,500	\$263,584.75
Companion Registrations	13,000	\$13,226.65
City of Saskatoon Contribution (335,000 for FCM and 10,000 for CAMA)	\$345,000	185,228.71
Sponsorship	\$74,000	\$ 81,000
<b>TOTAL REVENUE</b>	<b>\$634,500</b>	<b>543,040.11</b>
<b>Expenses - FCM</b>		
Reception/Tradeshow – Halifax	\$ 17,000	\$ 15,892
Opening Ceremonies/Social Events/Breaks	\$411,000	\$359,993
Event Signage	\$ 1,000	\$ 878
Study Tours	\$ 15,000	14,050
Transportation	\$ 74,000	64,850.65
Conference Administrator	\$ 50,000	50,000
Speakers' Gifts	\$ 5,000	0
Volunteers	\$ 15,000	\$ 6,566
Conference Kits	\$ 8,500	8,500
Companion Program	13,000	13,628.21
Companion Lounge	\$ 5,000	6,571.25
Miscellaneous	\$ 10,000	0
<b>Total Expenses - FCM</b>	<b>\$624,500</b>	<b>540,929.11</b>
<b>Expenses - CAMA</b>	<b>\$10,000</b>	<b>\$2,111</b> (Conference Kits)
<b>TOTAL EXPENSES – FCM and CAMA</b>	<b>634,500</b>	<b>543,040.11</b>

## 2012 FCM CONFERENCE – STUDY TOURS

The following were the Study Tours chosen for this conference:

- *Up vs. Out: Growth on the Prairies* – Visited the Evergreen neighbourhood to discover how Saskatoon is using its land bank system to build smarter, greener neighbourhoods, as well as the historic downtown Warehouse District to explore how Saskatoon is driving more development within the existing city boundaries.
- *Saskatoon's Housing Plan* – Toured projects resulting from Saskatoon's nationally-recognized housing strategy, and featured the Fire Department's Home First Inspection Program which monitors the condition of existing housing stock.
- *Saskatoon Police Headquarters* – Toured the Saskatoon Police Headquarters focussing on what makes Police buildings unique, and included areas such as Communications, Detention, Identification, Records, Exhibits, and a demonstration by the SPS K-9 unit. The tour also included information on the Crime-Free Multi Housing initiative, the new Police Headquarters project, and the Saskatoon Police Service's use of new technology.
- *Retrofitting the City for 21<sup>st</sup> Century Storms* – Showcased new sanitary sewer super pipes and retrofitted naturalized storm ponds, and how a new Temporary Flood Protection Levy and storm water utility are helping to pay for increased flood protection.
- *Green energy Park and LEED Facilities* – Toured Saskatoon's Green Energy Park.
- *Meewasin Valley and River Landing – the Waterfront People Place* – Toured the river valley.
- *Public Spaces and Urban Activity* – How Saskatoon has begun to re-imagine the future of its City Centre by doing a full inventory of how people interact with urban spaces, and what works and what doesn't when it comes to the built environment.
- *Urban Reserves – From Partnerships to Prosperity* – Visited urban reserves and learned about the increasing role of First Nations in Saskatoon's economic growth.
- *Innovative Partnerships in Leisure and Recreation* – Visited two integrated community/school facilities built through partnership and collaboration.



**2012 FCM CONFERENCE – LIST OF SPONSORS**

Government of Saskatchewan	\$25,000
Canadian Pacific	10,000
Cameco	10,000
SaskPower	5,000
SUMA	5,000
Tourism Saskatoon	5,000
Conexus Credit Union	3,000
EllisDon	3,000
Muskeg Lake First Nation	3,000
SaskEnergy	1,000
The Partnership	3,000
Deloitte	2,500
Stantec	5,000
Saskatoon and District Labour Council	500
<b>TOTAL</b>	<b>\$81,000</b>

In addition, in-kind donations worth \$14,200 were received which covered expenses such as the cost for rental of facilities and supplies required for the social events.